

April 2018

ISSUE 36

IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

Save Water.
Save Trees.



Greetings from Impact



EDITORIAL TEAM

N.V Subbaraman
“Kalki” V Murali
Dr M G Bhaskar

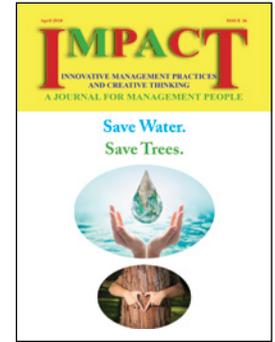
EXPERT ADVISORY BOARD

Dr. R Rangarajan
Professor

Dept. of Commerce
University of Madras

Dr. R Krishnaveni
Assistant Professor
Department of English
Government Arts and Science College
Palladam, Tirupur (Dist)

All opinions expressed in the articles appearing in the e-journal IMPACT, are that of the respective authors. The Publisher or Editor of IMPACT cannot be held responsible / liable in any manner whatsoever for any claims and / or damages.



Dear Readers,

With the last day of the week, month and financial year confluencing on Saturday the 31st March, has extended a warm welcome to the new financial year 2018-19 on APRIL FIRST- All Fools day!

One message on the AF day was indeed very nice and we share the same with our esteemed viewers as this one is very meaningful.

“ instead of making “April Fool” on 1st April, plant at least one tree and make “April Cool”!

Though belated this is to be taken as our campaign which may help making this earth “Cool”.

True we also make this appeal to our esteemed readers of IMPACT in the first issue of the current financial year; this also happens to be the Tamil New Year issue.!

The world around is worried about the GLOBAL WARMING -one of the causes being ‘the indiscriminate felling of trees for selfish purposes’. Whether it is educational Institutions or private dwelling places, politicians or professionals, journalists or play writes/actors- it is the bounden duty to go green and grow green- a step in that direction is to plant a tree and nurture till it grows. Hence the relevance appeal through IMPACT.

Well, economy is to develop. Managers must manage; every individual must play his role with all dedication, devotion and duty conscience.

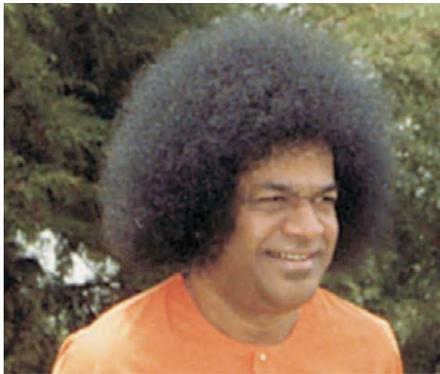
On the occasion of New Year beginnings academically, religiously and politically the whole society is to look forward for greater peace and plenty, health and happiness.

We in the IMPACT rededicate ourselves for the furtherance of our objectives towards INNOVATIVE MANAGEMENT PRACTICES AND CREATIVE THINKING.

This issue has many splendid features and we started a new serial of Management Thoughts of one of the yet another greatest spiritual leaders Sri Sathya Saibaba.

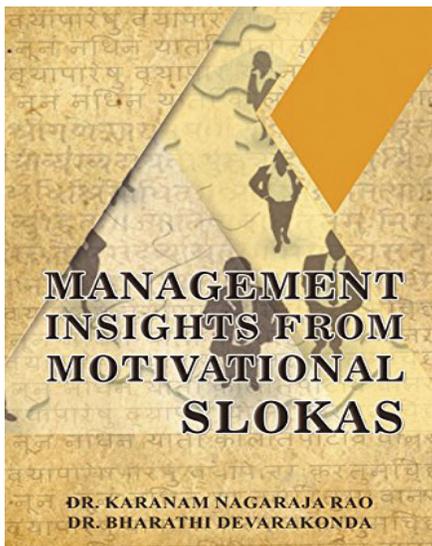
Editorial Team

INSIDE



Sathya Saibaba on Management —

Mr. N V Subbaraman 4



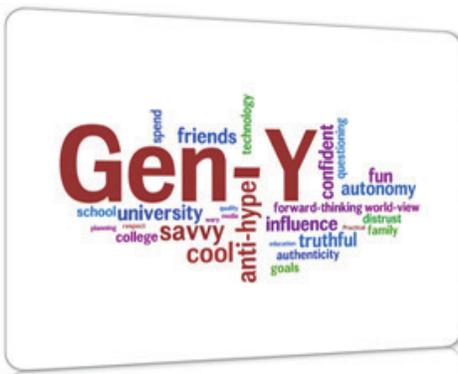
Book Review —

Mr. R Venugopal 11



Quality Circle Organisation —

Mr. Jayprakash B. Zende 20



What we can learn from Gen Y —

Mrs. Sandhya Rao 6



Merger of Public Sector Banks —

Dr. Satya Suresh and Mr. Chandrasekaran 13



What a Leader Must Focus On
New Leadership! How to get recognized as New Leader of an existing Team —

Mr. Syed Fazlullah Khan 8



Big house or Happy home —

Dr. K. Balasubramanian 16

Research Article



A Study on Work Stress of Delivery Employees -A Special Reference to Select Pizza Restaurants in Chennai city

— *Dr.R.Rangarajan* 27

Sathya Saibaba on Management

Puttaparthi is a place near Dharmavaram in the Ananthapur District of Andhra Pradesh attracting devotees in millions from far and near, India and abroad. The place is holified by Sathya Saibaba one of the greatest spiritual leaders the nation has seen who provided education, water and medicines free to all irrespective of age, education, religion, caste and creed. He is one of the greatest Management Experts leading an empire of HIS own!

University-with affiliated colleges, Super Speciality Hospitals, supply of drinking water to hundreds of villages and towns and so on. We are going to see in this article and the issues to come Saibaba's THOUGHTS on Management.

Here is an extract:

About the series to follow:

“What determines professional success? Is it primarily one's academic qualifications, technical competence in chosen field; or personality characteristics; or ability to manage efficiently the resources of the organisation; or a combination of all aforementioned factors? Many of us now, and many in the past must have pondered over these questions for a



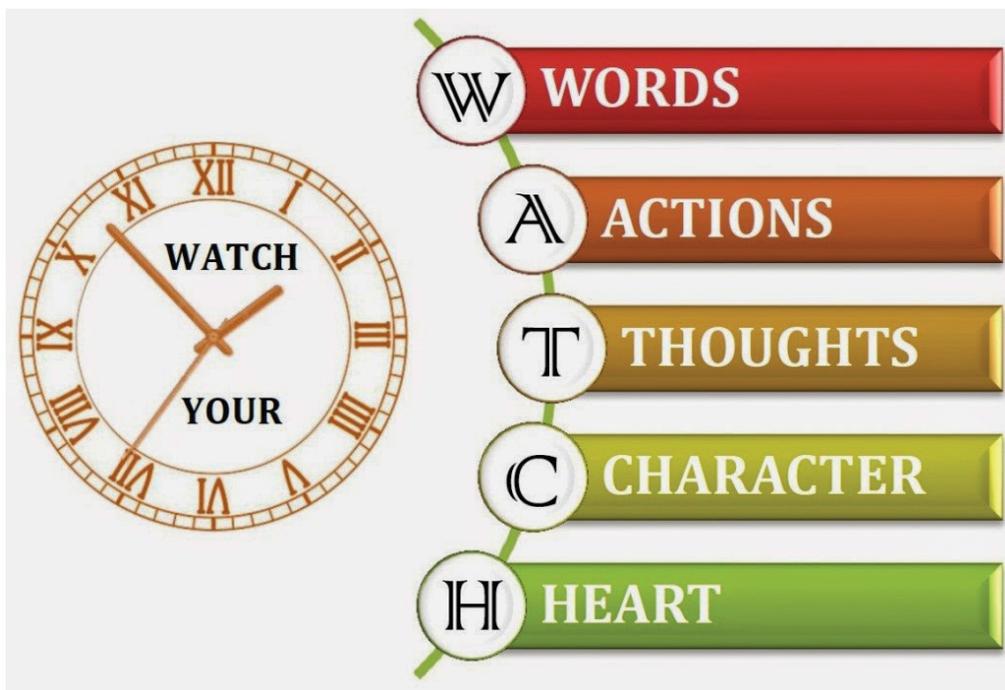
N V Subbaraman

A bilingual poet, writer, trainer, translator, thinker and speaker from Chennai Mr. N. V. Subbaraman has written 36 books. His paper, "Valluvam inspired Mahatma Gandhi," was approved for presentation in the international Tirukkural Conference held in Washington, USA. His translated works include Thirukkural, Bharathiyar's Kuyilpattu and Ramana Maharishi's Aksharamananmalai. He was formerly the Deputy zonal Manager, LIC of India.

Realise the importance of unity. To achieve Unity you have to cultivate Purity. Where you have purity, you realise Divinity. Today you have no unity, purity or divinity. You have only "community" in the narrow sense of "mine" and "thine". You must develop fraternal feelings, without regard to barriers of race, religion, caste and class.

- Bhagawan Sri Sathya Sai Baba





Sai Baba, Revered Chancellor, Sri Sathya Sai Institute of Higher Learning, to the students and faculty of the School of Business Management, Accounting and Finance, Sri Sathya Sai Institute of Higher Learning, Prasanthi Nilayam, on various occasions over the last two and half decades. The matter for some of the articles such as: Role of Values in Management Education: Insights from the Business School at Sri Sathya Sai Institute of Higher Learning, Watch Method of Transformational Leadership, and Manager and Mind Control is gathered from different discourses of Baba and will be put together in k with the intention that readers should get the benefit of

long time without arriving at a convincing answer. All those who are genuinely seeking answers for the aforesaid questions would find proper answers in this articles provided one goes through the material in a diligent manner. Baba explains in a convincing way that it is 'Man-Management' which in turn depends on 'Self-Management' that enables executives to achieve professional success. The content of this series will be based on the discourses delivered by Bhagavan Sri Sathya

such crucial aspects, critical for managerial excellence, regarding which Baba has offered very inspiring insights. This is intended for all those with a hunger for knowledge and also those who are seeking genuine and sustainable solutions for chronic struggles and problems in personal and professional lives across the globe.

Fresher's Required for Digital Marketing

- * Fire to Achieve
- * Willing to Learn and Grow

Send Your Resume to:
inforesource@gmail.com

What we can learn from Gen Y

At a first glance of the chosen topic, we may feel that there is nothing that we can learn from Gen Y. We would probably belong to a generation before them and our value system is totally different from that of Gen Y. A little bit of research and introspection with all honesty will lead us to the fact that every generation has its own pros and cons.

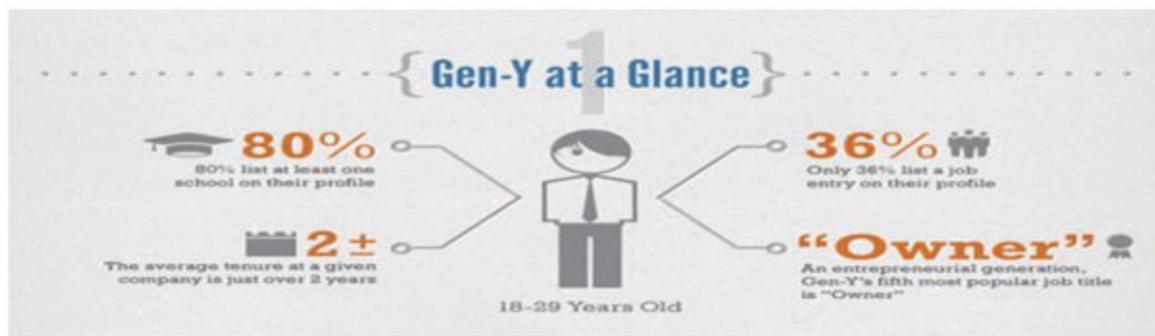
Let us look at the positive aspect of the things that we can indeed learn from Gen Y. To start with let us know the definition of Gen Y. According to the Business Dictionary Gen Y is defined as "The generation of people born during the 1980s and early 1990s. The name is based on Generation X, the generation that preceded them.

Members of Generation Y are often referred to as "echo boomers" because they are the children of parents born during the baby boom (the "baby boomers"). Because children born during this time period have had constant access to technology (computers, cell phones) in their youth, they have required many employers to update their hiring strategy in order to incorporate updated forms of technology. They are also called millennials, echo boomers, internet generation, iGen, net generation.



Mrs. Sandhya Rao

Is an independent Senior Innovation Consultant, holding a Master's in Psychology from Punjab University, Graduation from Government College for Women, Chandigarh with Economics, Psychology and English (Honours), Schooling from Carmel Convent, Chandigarh.



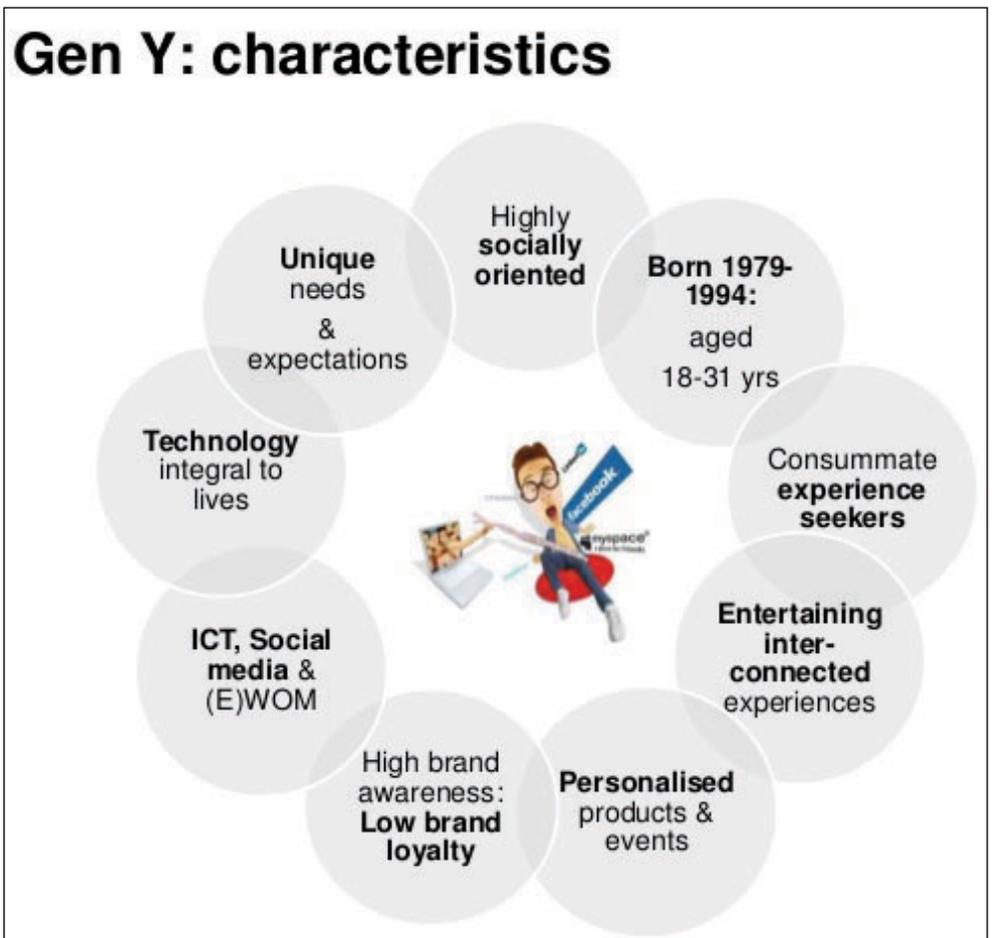
How does this Gen Y behave is what interested me as a psychologist and following are the pointers based on my observations and readings.

- They like collaboration
- They hate criticism.
- They like mentoring
- They are digitally fluent
- They want immediate results
- They use technology as a means to an end.
- They are success oriented.
- They work very hard.
- They guard their personal time.
- They are high on self esteem

- They communicate very well with anyone anywhere and anytime.
- They multi task
- They are entrepreneurial
- They are very innovative
- They use social media as a vehicle to communicate.

I am quoting what one member of Gen Y had to say in favour of and against Gen Y. I am quoting only the part where he talks in favour of Gen Y because my article speaks of what we can learn from them and not how to criticise their shortcomings.

“The way I see it, we have been exposed to a tremendous amount in the last two decades primarily due to increased technology and thus constant media exposure. We are the children who saw the aftermath of the terrorist attacks of 911, twelve years ago; we were raised during the growth of the Internet and were tweens with the launch of social media sites like Facebook. We have lived through the housing bubble burst, and a recession. Our exposure to the world and advancements in technology that have made receiving information and communicating immediate is not our fault, nor should we be frowned upon for this mind-set. You are a product of your environment, and Gen Ys are the millennial children who experienced rapid change in a relative short period of time. We are the generation from which generations older and younger will look to for guidance. We have experienced a lot of change, but instead of resisting it,



we are evolving with it, and I am excited to see what is to come.”

The above quote says it all. Gen Y is a resilient lot. They have faced changes with aplomb. They have moved with times by embracing the social media. We can learn to be independent and innovative like them. They are technologically savvy and this is something that we need to learn from them. They have no knowledge of the past but are well versed with the future demands and probably that is what we need to learn from them the most.

To conclude, Ramesh Lohia explains Gen Y in a nutshell in the following quote. We can learn from the strengths of Gen Y and ignore their lacks.

“Millennials (aka Generation Y) are great at social media (Facebook, Google+, LinkedIn, Twitter, Tumblr, Instagram, Flickr, Snapchat, Pinterest, YouTube, Vimeo, and Periscope) but lack time tested social skills (patience, humility, active listening, respect for parents, teachers, elderly)”.



New Leadership! How to get recognized as New Leader of an existing Team

Many of us have been tapped as the new leader some time during our career to take over an existing team, company or department that has yet to meet its full potential. It could be struggling from poor leadership, lack of direction, underutilized or missing talent or any combination of the above. If you're like most strong leaders, you relish the opportunity to make an impact and can't wait to get started.

But while I don't want to restrain your enthusiasm, I do want to offer a few words of caution. You are entering an all-eyes-on-you situation that will, in many ways, define the perception of your leadership style as viewed by your new work associates. Now couple this with the old adage that it only takes seven seconds to make a first impression.

In their book, The Human Brand: How We Relate to People, Products and Companies, authors Chris Malone and Susan Fiske explore the psychological basis behind these first impressions and other snap judgments. *They conclude that it boils down to the perception of your warmth and competence: two critical factors to making someone "likable."*

		How We See Others	
		Competent	Incompetent
Warm	Warm/Competent	admire	pity
	Cold/Competent	envy	contempt

How does all of this relate to your taking over an existing team?

The greatest and most productive teams, hands down, were comprised of people who were competent, genuinely liked and who respected one another. This priceless combination produced results — more importantly — the *right* results.

Now, I'm not saying that your goal is to make your new team like you. I'm saying your challenge is to allow your new team to accept you,

recognize your competence and understand your genuine desire to help. Then, and only then, will you have that opportunity to truly lead.

Four Ways To Assimilate Quickly And Be Accepted As The New Leader

1. Immediately set up one-on-one meetings with every team member

Although it's a nice idea to think you can catch up with your direct reports on the fly, that's harder to do in reality. The one-on-one meeting is a perfect time to practice being present and free from distraction. It's not easy, but it is possible with intention.

During one on one meeting with team members understand:

- What matters to them about their work
- What is working /not working
- Something personal about them (i.e., family, interests)



Syed Fazlullah Khan

Certified Project Manager (IPMA C) and MRICS with over 3 decades of qualitative experience in the Construction Industry. Currently working with ETA Properties & Investments Pvt.Ltd., Chennai as Head – Projects.



New Leader for an Existing Team

- New team leader assigned to a team has been working together under a different team leader.
- Leaders inserted into existing teams may have to contend with the attitudes about the previous team leader
- This scenario is the most difficult in some ways because you need to know about the preferences for how the team members like to be led or what motivates them, and how well the team is functioning

Then, arrange a follow-up, and actually follow through.

The mantra is so true: People don't care what you know until they know that you care. Some leaders wait for weeks before their first one-on-one. This delay only serves to create doubt and suspicion among your team, not to mention it torpedoes productivity. Prove you are a leader of action and make this your first action.

2. Set up one-on-ones with *every stakeholder associated with your team.*

It's a fundamental rule of management that to lead others you need to practice frequent and open communication.

During one on ones with Stakeholder understand:

- What matters to them about your team's partnership
- What is working /not working

- Something personal about them (i.e., family, interests)

Like your meeting with your team members, arrange a follow-up and follow through.

Equally important as your team is the people your team serves. As the new leader, you are





afforded this grace period to meet with your critical stakeholders regardless of the state of their current relationship with your team. Find out what's most important to your stakeholders, really listen, then make sure you move the needle in the right direction. Continue to involve them to prove your commitment to everyone's success.

3. Get a firm grasp on the 18-month vision and deliverables of the company.

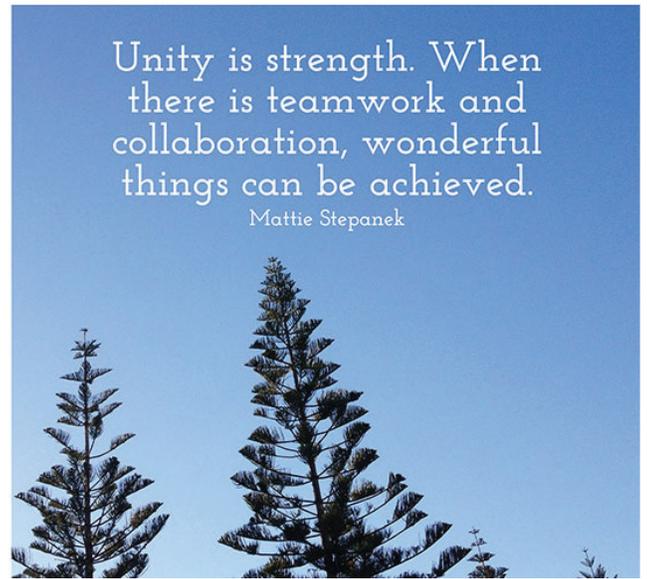


Your team exists for a reason. That reason needs to complement the company's vision, and everyone on your team needs to understand it. This isn't as simple as it sounds. It will require upper-level conversations and networking to clearly determine overarching company goals for the next 18 months.

With this information in hand, you now understand where your team fits and can create your own meaningful, results-driven 18-month roadmap.

4. Finally, conduct a "team optimization" session.

- Share the company's overarching strategies.
- Share the initial team strategies and obtain buy-in from your team.
- Lay out the roadmap and timing for deliverables.



- Clearly delineate roles/responsibilities and contributions among team members.
- Determine what your team needs to support you and vice versa.
- Establish a cadence with your team to meet frequently enough to check on progress and work through impediments.



Walk Before You Run With Your New Team

Now is the time to roll up your sleeves, swallow your ego, perk up your ears, prove your presence and absorb everything you can to earn your team's respect. Embrace this four-step approach to new leadership and you will have a successful and loyal team that believes in you because you believe in them.

Book Review

MANAGEMENT INSIGHTS FROM MOTIVATIONAL SLOKAS

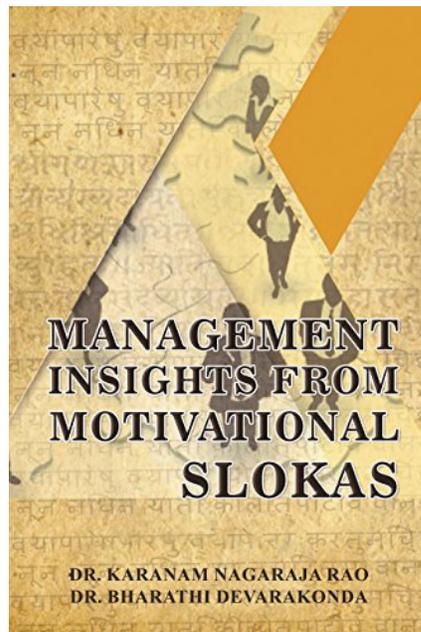
BY

DR KARANAM NAGARAJARAO and
DR BHARATHI DEVARAKONDA



R Venugopal

*Mr. Venugopal has served in
LIC of India from 1968 to
2006 for 38 years and retired
as an Executive Director.*



Publishers: EDUCREATION PUBLISHING, New Delhi.

Price: Rs 354.

I am delighted to review this excellent book written by two scholars- Dr K Nagarajarao and Dr D Bharathi, highlighting the current Management Insights from the Sanskrit Slokas taken from a host of our Immortal Epics like the Mahabharatha, Bhartruhari Niti Sataka, Panchatantra, Vidura Neethi, Artha Sastra and others.

Whatever the Modern Theories of the Management tell us today they are found embedded in these Slokas.

An Ideal Manager

The following points are some of the ways of an ideal manager's character and behavior:

- The manager should speak pleasing words to all others including his/her subordinates.
- Anger should be fully shunned, as it is the deadliest enemy of a good manager because

it is like riding a tiger - you can't get off without being wounded or even swallowed.

- Just like a child, which is always active, alert and smiling, the manager should possess these qualities.
- Character is the fulcrum on which your Destiny revolves.
- No discrimination at the work place based on caste, creed, color, language etc. You have to treat all your employees and colleagues alike.
- Dream Big but do not stop at the dreaming stage only. You have to work out that dream.
- Empathy is the sure way for your Managerial success.
- Equanimity of mind at the work place makes you weigh the pros and cons of any decision without fear or favour.
- Ethics is a prime requisite for success - two recent events in our Corporate World regarding Corporate Governance have revealed how some times even Great Icons cannot give up their egos and indulge in such acts, bringing disrepute to their respective organizations which they themselves have taken to dizzy heights in the past. It is okay to fight in the Board Room and sort out the issues, instead of washing off the dirty linen in the public.
- Indecisive leader ruins the organization.
- Leadership involves influential strategies - it is not about Power or Force - it is about influencing all the other stakeholders.
- Respect the opinions of all others, including your Lower Staff – do not suffocate them.
- Leave a legacy to be remembered and appreciated.
- Righteousness is a must in management decisions.
- Procrastination is a thief of Time.
- Strive to build your own strategies.

New Thoughts on Management

1. Micro-management or breathing over the necks of your employees is the bane of any organization.
2. Never kill a new idea, but keep it afloat.
3. Risk and Reward go together.
4. Risk Management helps in preparing for your future right now.

5. Set self targets and achieve them.
6. Think like a Statesman planning about the next Generation and not like a Politician always worrying about the next Election.
7. Synchronize your vision with that of your enterprise and move ahead.
8. Act in a sportsman spirit, saluting the winner graciously and not becoming jealous of your winner-colleague.
9. Time Management is the Key to success.
10. Do not get surrounded by sycophants - they will bring you down.
11. You cannot avoid moral responsibility by following immoral commands of your Boss.
12. Strive to build your own strategies.

10 Persons to be shunned:

- **Drunkard.**
- **A Mad man.**
- **Man of Fatigue.**
- **Man of Anger.**
- **Man of Hunger.**
- **A Waster of Time.**
- **A Miser.**
- **A Person who is always in a Hurry.**
- **A Person of Fear &**
- **A Man indulged in Pleasures.**

A Few Final Thoughts

This is a '**MUST**' book in the hands of every Manager and each Management Student.

Written in a simple, easy to understand style, this book makes us proud about our excellent Epics which have thought of these Modern Management ideas so many hundreds of years ago.

For any other clarification and for getting a copy of this book, you are welcome to contact Dr K Nagaraja Rao through email karanam.rao@gmail.com

Mobile number- 09740287296.

Merger of Public Sector Banks



Dr. Satya Suresh

Has 10 years experience in Corporate Communications. She changed her career to teaching to bring forth work life balance, which became a passion in due course. With 15 years teaching experience in Management Schools she is planning to undertake projects which are of social significance like undertaking UN volunteering project on educating children in troubled areas.

Nine public sector banks reported losses of Rs 18,066 crore in FY 2016-17 and nearly six banks are facing restrictions on expanding banking operations. Post-provisions, PNB's bad loans is 7.8% of total loans, while Canara Bank's net bad loans is 6.3% as on March 2017. Junk assets of these two banks are close to the regulatory trigger to imposing restrictions.

With the NPAs of PSBs reaching alarming levels, the central government is already taking steps to reduce the number of public sector banks from 21 to 15 through a process of consolidation so that 'they achieve economies of scale'. According to Mr Arun Jaitley, the Union Finance Minister, the consolidation will create banks that can compete globally.

But there are naysayers too. Chief among them is Mr Raghuram Rajan, the former Governor of RBI. According to him, the merger process is very complex, where not only the IT systems have to be merged but more importantly, the HR systems and the cultures have to be merged. This requires a humungous amount of time, effort and money which is totally unwarranted. Further, according to Raghuram Rajan, 'banks that are already weak would only make the mergers even more problematic'. He sees no clarity of purpose behind the government's attempt at this bank consolidation.

On the other hand, banks also have expressed their concerns on their weakness to the government. As reported by the Economic Times, top brass of prominent state-run banks like PNB, Canara Bank and Bank of Baroda, who have been positioned as acquiring banks, have set certain pre-conditions to acquire smaller banks. According to them, a key condition for taking over peer banks is that the target bank must be making profit. The acquiring banks have also demanded capital from the government, even if the target bank is well-capitalised.



Mr. Chandrasekaran

Is a senior management professional and has worked with major corporates in India in both public and private sector such as SAIL and RCOM. He currently runs his own consulting company whose clients include large corporates like TCS, LandT, Voltas and numerous SMEs. He also teaches management subjects in educational institutions such as Bhartiya Vidya Bhavan, Welingkars, IBMR-IBS, ICAI etc. In the field of education, he consults with RAK Medical University, UAE and has helped them set up their Performance Management Systems. He has presented papers on various management subjects in national and international conferences. He is on the board of several manufacturing companies in Bangalore.

AT LEAST FIVE PROPOSALS UNDER CONSIDERATION

<p>THE PROPOSAL</p> <ul style="list-style-type: none"> ● Merge small state-run banks with larger PSUs <p>ON THE LIST</p> <ul style="list-style-type: none"> ● Andhra Bank, Bank of Maharashtra, Dena Bank, Punjab & Sind Bank, Vijaya Bank, United Bank of India <p>THE PURPOSE</p> <ul style="list-style-type: none"> ● Comply with new Basel norms that will kick off from March 2018 ● Create bigger banks to take on foreign rivals 	<p>when domestic banking sector is opened up to foreign investment</p> <p>WHAT MATTERS</p> <ul style="list-style-type: none"> ● Weak banks must improve their loan books before a merger can be considered ● Work culture and level of integration <p>PUSH FACTOR</p> <ul style="list-style-type: none"> ● Govt to infuse more funds into banks that have been performing well 	
--	---	--

While the experts are arraigned on either side of the argument, it will be worthwhile to know how ICICI Bank acquired Bank of Madura consolidated and grew by leaps and bounds over the years.

Erstwhile Industrial Credit and Investment Corporation of India (ICICI) was established in 1955 by Government of India with equity participation from institutions like LIC, UTI and GIC and borrowings from Government of India, World Bank, AID etc.

From being primarily a lender to large clients, over a period of time ICICI had become a one-stop shop for financial services including insurance, VC funding, consulting and advisory services, thanks to the efforts of Mr KV Kamath who took over as the CEO in 1996. For this growth to happen, ICICI had to rapidly change the way it did business including fundamentally altering its organizational design and reorienting its employees to new business realities in the liberalised economic scenario. These changes were indeed painful for the employees who had to learn new skills quickly and also own accountability for their performance. Employees' resistance to these quick and radical changes was one of the largest problems that Mr Kamath had to contend with.

However, when in 2000 ICICI had become the second largest financial institution in India (with assets in excess of Rs 580 billion) it appeared that ICICI had handled the change management processes rather very well.

The change management skills of ICICI were again needed in Dec 2000, when Bank of Madura (BoM) merged with ICICI bank. Though ICICI was nearly three times the size of BoM, its staff strength was only 1,400 as against BoM's 2,500. Half of BoM's personnel were clerks and around 350 were subordinate staff. There were large differences in profiles, grades, designations and salaries of personnel in the two entities.

Staff members of BoM were apprehensive on several counts. They:

1. Felt that ICICI would push up the productivity norms for them to be on par with those of ICICI employees.
2. Feared that their positions would come in for a closer scrutiny.
3. Were not sure whether the rural branches would continue or not as ICICI's business was largely urban-oriented.

The apprehensions of the BoM employees seemed to be justified as the working culture and the emphasis of the respective management at ICICI and BoM were quite different from each other. For example, while BoM management concentrated on the overall profitability of the Bank, ICICI management focused on its departments' profitability (where the departments were profit centres) and bonus for employees was given

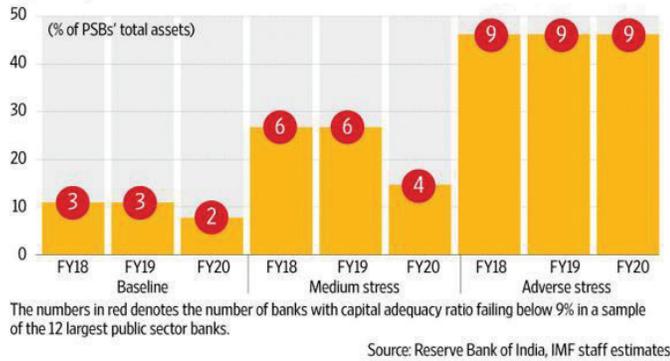
Banking Reforms

Merger of Public Sector Banks



WEAK LINKS

The IMF stress test suggests three Indian banks won't be able to meet minimum capital requirements in FY18 and FY19.



on the performance of individual profit centres rather than profits of whole organization.

Alive to these issues, ICICI management paid special attention to facilitate a smooth cultural integration. The company appointed Hewitt Associates to work out a uniform compensation and work culture and to take care of any change management problems.

To ensure employee participation and to decrease the resistance to the change, ICICI management established clear communication channels throughout to avoid any kind of wrong messages being sent across. Training programmes were conducted which emphasized on knowledge, skill, attitude and technology to upgrade

skills of the employees. Management also worked on contingency plans and initiated direct dialogue with the employee unions of BoM to maintain good employee relations.

By June 2001, the process of integration between ICICI and BoM was started. ICICI transferred around 450 BoM employees to ICICI Bank, while 300 ICICI employees were shifted to BoM branches. Promotion schemes for BoM employees were initiated and around 800 eligible BoM officers were promoted. By the end of the year, ICICI seemed to have successfully handled the HR aspects of the BoM merger. According to a news report, "The win-win situation created by HR initiatives has resulted in high level of morale among all sections of the employees from the erstwhile BoM."

Even as the changes following the ICICI-BoM merger were still stabilizing, ICICI merged with ICICI Bank in October 2001 and followed through it also very successfully. In these experiences of ICICI lie many lessons that the government may do well to learn while getting into deeper action for public sector banks merger.

Perhaps Raghuram Rajan's fears are just that - fears.

We can take comfort in the fact that there is expertise available in the Indian banking sector to handle the mergers very well. It just requires governmental will to utilise the expertise.

Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

Send your questions to:

impactjournalindia@gmail.com

Big house or Happy home

Relationship helps and pains too

I don't think it's an exaggeration to say that our unmet expectations of others are the crucial reason of interpersonal friction. Take a moment to reflect on how this operates in your own life. When you consider every difficulty you have with someone else, no matter how important or trivial, you will perhaps notice that it is based on your belief about something that person should or shouldn't say or do. You may try to convince yourself that you are right, that whatever you want to happen is the best or most appropriate outcome.

Relationships are filled with ups, downs and in-betweens. How can you find peace amidst the turbulent chaos in your relationship?

Although there are thousands of feelings and emotions on the spectrum, it is easy to classify everything that we have ever felt into two different categories: happiness and sadness. Somehow everything is linked to either one, and rarely do we ever feel unconcerned about a major life happening.

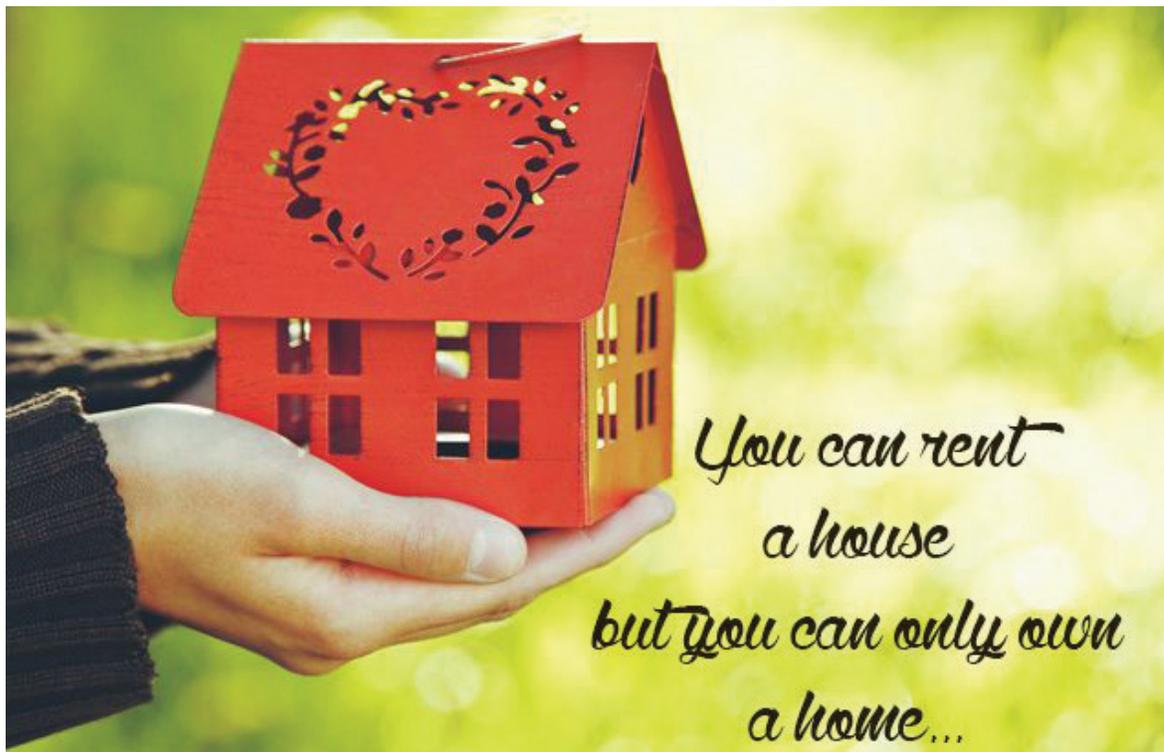
However, you have to remember that it is possible to gain peace of mind, no matter the situation. You have to keep in mind to focus on the positives and shrug off the negatives. The kind of affirmation we need to do every day is: We are enough, we are whole, and we are worthy.

Some people are naturally gifted communicators. They just know how to express themselves to their partner and their loved ones.



Dr. K. Balasubramanian

Founder and CEO of Vision Unlimited. He is a PhD in Psychology & Post Graduate Diploma in Training & Development. His name has been appearing in the popular people of Tamil Nadu Directory for the past 25 years.



Life is beautiful:

A parent who makes peace with their kids now sows a relationship of peace in the future.

Our kids are growing up in a world we know all too well. One that thrives on conflict, revels in drama, and has no problem writing relationships and people off because of mistaken steps and words. Let's show them an alternative exists not just in culture, but in our homes. Let's show them peace exists, and it's worth fighting for.

Our family teaches us how to function in the world. It should provide love and warmth to all of its members. A strong family gives its members the support they need to make it through life's toughest spots.

Strong families have good communication.

Strong families have open lines of communication -- where all family members feel heard and respected. One of the best ways to strengthen your family and build bonds is to increase your listening skills and those of other family members. Until we can hear each other, we cannot build strong relationships. **Strong Families Develop Trust.**

Some ways to develop trust in your family are:

- Give your children opportunities to earn your trust. Let her/him do small tasks around the house and praise them for doing it on their own.
- Show your child that you can be trusted. Children need to know that they can count on what their parents say. Follow through with the things you promise to do.
- Allow people in your family to make amends. We all make mistakes. Teach your child to forgive and allow yourself to forgive others. Holding on to past hurts often only hurts us.
- Teach everyone how to say "I'm sorry." Taking responsibility for our good and our bad behaviours is important and helps to develop trust. People learn to trust that they can be loved even though they are not perfect.

Love is not to spell as TIME:

There are different ways to deepen the relationship bond in the family: Accepting partner's uniqueness, to devote minimum time in a day to connect with people in the family, being a caregiver brings more happiness.



A true relationship is when you can tell each other anything and everything. No secrets. No lies. I would personally say that a great relationship is about two things, first, find out the similarities (admire), second, respect the differences (accept).

In human relationships, distance is not measured in miles but in affection and smiles. Two people can be right next to each other, yet miles apart.

Big house or Happy home:

It is a myth that a strong relationship doesn't need daily conversation, doesn't always need togetherness as long as the relationship lives in the heart. Love has to be expressed. We make a living what we get, but we make a life what we give. Therefore giving brings more joy, be it love, care or sympathy. Unless it is expressed it cannot be known.

It's better to be unhappy alone than unhappy with loved ones:

In today's world, it is found through a study that 65% of Indians think the phone is their best friend, 47% of the people spend time with their phone than the loved ones, 48% of Indians feel they spend too much time on their phone, 77% admit that they panic when they lose their phone, 64% of the Indians want help with a better phone-life balance (not work-life anymore..!)

Rethinking the 'Phone-Life balance' is the order of the day. To delete Facebook may be catching on but quitting isn't all that easy. But some professionals have found ways to own the phone rather than let it run their lives.

Family – where life begins and love never ends:

It happened in our apartment during the 2015 floods. There was literally no power, no internet and hence people could not be engaged with their mobiles. Obviously without any option they had to come out of their rooms and shells to make conversations with their family members. A few of the kids found it as a good change as the family members were truly kind and not the way they really thought of.

I truly felt bad in many of the recent family meets people were more engaged in their routine chats or mails in their mobiles rather than exchanging pleasantries with the family members whom they meet not so frequently. The culture of 'fevi-bond' is catching up with the parents forcing their children to greet their relatives, which otherwise used to happen naturally earlier. Love and relationships cannot be brought with true colours with forced act.

Visiting people, calling people, writing letters to relatives, attending family functions are totally going off in this digital era which is not the typical 'Indian' culture. The nuclear family concept (a couple and their dependent children) which does not include aunts, uncles and grandparents (even the school text books have left them as option) is the sin of this era. The extended family system, in which the household may include other family members, has totally been forgotten. It is needless to say that a nuclear family is more likely to become isolated from their extended family members making it harder to bond with other family members.

Nuclear family system – missing true colour of happiness:

There are a few advantages without a doubt with the nuclear family system: development of personality, better condition of women, individual responsibilities and of course the last one is problem free unit. There is a need to look at the disadvantages too: selfishness, no love from grandparents, children are away from the family members and more toward friends.

To find the true colour of happiness by bonding is to spend more time with the family members in certain simple ways. It may not be new, yet is a reminder from me as a psychologist and a counsellor: it is nice to have dinner together at least three or four days in a week, fix family problems together, a brief walks with family members after dinner adds more spice, planning a family tour once in a year, sharing family stories by digging out a few old photo albums and look through them with kids, serving in orphanages or old age homes with family members surely adds value to the family bonding.



Never underestimate the power of family – every family has a story:

From my own experience, I would add here that spending quality time with family has lots of benefits. To say a few, it creates self-esteem in kids to build relationships, kids learn kindness and fairness and especially giving and forgiving, my teenage daughters used to spend less time at home and kitchen started to spend more time discussing new recipes, cooking together, watching cookery shows, sharing recipe video links through mobiles etc. I have also seen that having family time makes good memories.

My children always remember certain moments in the restaurants, temples and during travel. Bonding creates memories. Eating together with some small discussions remind people to have nutritious meals and new recipes.

I have personally experienced that my stress levels go down when I chat with my loved ones especially when I am on a tour. Talking about worries and difficulties in my stay, food outside and some difficult audience in my training programs get eased out when I converse with my wife and children. With everyone having busy schedules, spending time together as a family is a stretch. The good news is that there are ways to make it less burdensome and more pleasurable.

Today's moments are tomorrow's memories:

I have always found it useful talking to my children while dropping my children in their colleges or in their desired destinations. They share certain good and bad times with me during such short travels. I do keep sharing certain quick stories how my aunts and uncles annoy me when I was young (which they do not experience now). In our family we do have a family Whatsapp group in which we mutually share a few photos and videos. My wife always keeps sharing photos of the dishes ready for dinner. The response from my children would be instantaneous by saying 'Yummy' and they would rather get back home early.

Let's be a care giver, communicate in a healthy manner, deepen our relationship bond and make peace in relationships for lasting happiness in life. Family time isn't just for fun. It has some awesome benefits. Family is not an important thing. It's everything. I mean it.

Finally I add here that spending time with family is important because it may benefit each member in more ways that you realize. I request you here to think and connect instances at your home when you read a few things in this article. Happy bonding.

WANT TO EARN ADDITIONAL INCOME DURING YOUR SPARE TIME?



think different,
explore your options
earn something extra

**FOR FURTHER DETAILS
+9198405 99888**

Quality Circle Organisation

Quality Circle is not only philosophy but backed by step by step method to convert this philosophy into actual life with a proper organization for this conversion. Therefore it is very important to get familiarise with organization required for Quality Circle Activity.

Top management must accept this philosophy as a institutional goal and formulate steering Committee, Secretariat or coordinating agency to take this activity down the level through facilitators, group leaders to the members. Also monitor the progress and its effect on non member employee of the organization also. The member and the leader selected by members constitute the basic structure of a Quality Circle. They have certain clearly defined responsibilities for smooth functioning of Quality Circle. However the effective functioning also requires support, assistance and guidance from the organization on the continuous basis and systematic manner. For this an organization must have a system of managerial personnel. Let us understand the duties of various functionaries in the system.

Executive Committee

Top management, Chairman and Directors of large organization has an important role to play in implementing Quality Circle concept in the organization and nurture it. They approve the program and offer basic guide line

The primary role of the top management is.

- Convey to all employees of the organization its commitment to the concept of Quality Circle.
- Extend visible support to the movement by way of attending major functions.
- Enunciate Quality Circle policy.
- Close monitoring the progress of movement.
- Set an example for others to follow.

Steering Committee

It is an apex body at the highest level of the organization which oversees the Quality Circle programme and acts as an advisory body. They form broad policies and operational guidelines for healthy functioning of Quality Circle. Is usually consists of the chief executive of the organization and head of major functions.

The primary role of the Steering Committee is.

- Formulate the policy guidelines for the healthy functioning of the circles.
- Providing ideological and functional support to Quality Circle activities.
- Take decisions on important quality circle recommendations which fall outside the power of the other levels of management.



Jayprakash B. Zende

*Consultant in employee
involvement
& freelance trainer*

- Sanction the Quality Circle budget.
- Meet regularly once in two or three months as convened by the secretary.

Coordinating Agency (Secretariat)

Coordinating agency organizes the activities of the circles through the organization. Care should be taken to involve many people in the body. Making the movement centered around one person would be detrimental to the substance of Quality Circle. Initially someone who is committed to the concept, interested and dynamic should be given charge.

The primary role of the Coordinating agency is.

- Keeps record of the number of circles, through a system of central registration of circles as and when they are formed; frequency of management presentation made, type of problems solved and such other criteria governing the level of activities to all the circles.
- Ensures the availability of common facilities to all the circles

- Promotes communication among circles. Facilitators and others who are not directly involved in quality circle activities.
- Organise appreciation/awareness programs for the management, unions and employee and application training programs for quality circle members and other functionaries.
- Organise top management presentations.
- Prepare quality circle budget for the approval of steering committee.
- Convene the steering committee meetings and assist it in providing support to quality circle.
- Keeps liaison with external organization for sending quality circle teams for case study presentations, participation in seminars, conventions, etc
- Publishes achievements of quality circles through newsletters and similar media and ensures recognition.

Total Integration in the process



Facilitator

The function of the facilitator in Quality Circle is same as that of catalyst in a chemical reaction. He hastens the reaction, fastens the reaction and give motion to the reaction. Facilitator is a key functionary in supporting structure whose role is vital for success of quality circle activities. He would be management representative who work closely with a few quality circles in a given area, helping them to function effectively. He must have the qualities of coordinator, canceller, leader, guide and teacher.

The primary function of the facilitator is.

- Act as a link between circle and rest of the organisation.
- Demonstrate management commitment and support.
- Provide necessary facilities.
- Ensure leaders and members are trained.

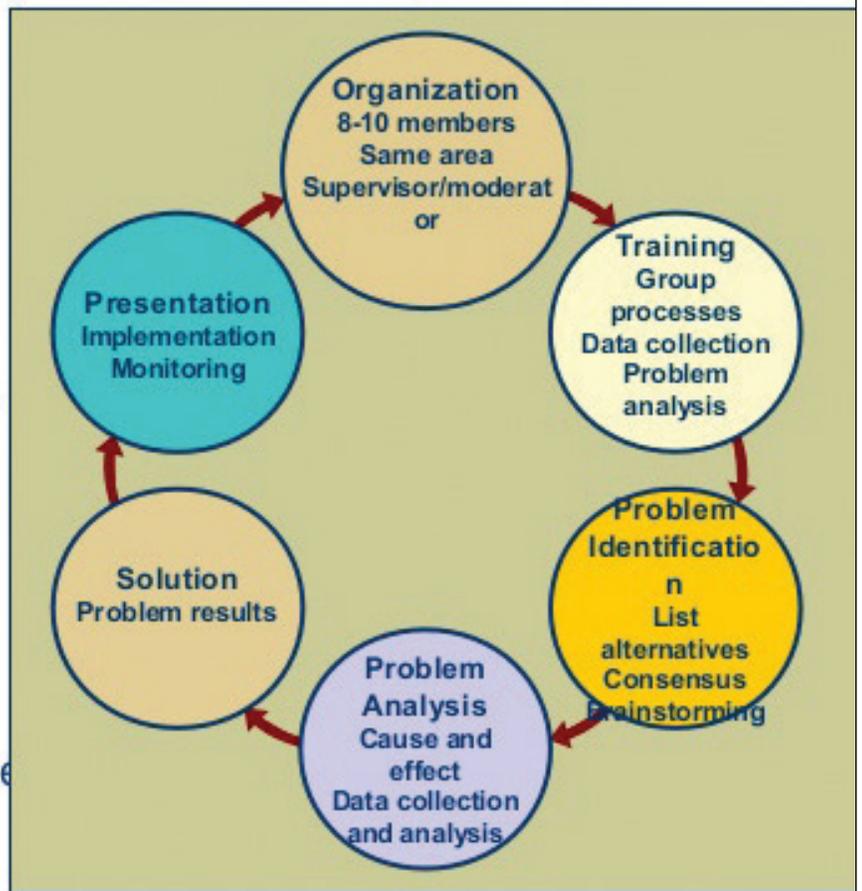
- Arrange management presentations.
- Prepare team for presentations.
- Help quality circles to prepare for management presentations.
- Ensure high morale of the teams.
- Attend meetings as observer.
- Promote and be a catalyst of Q.C. philosophy.

Leader

The leader is selected from the members by the members themselves. The leader is not the 'boss' but he is a 'first among the equals' who is responsible for the effective functioning of the circle and for involving all the members in its activities. The leadership should be rotated amongst all the members over the period of time preferably after completion of project to give a chance to all members to develop leadership qualities and abilities. Deputy leader position is also desirable to help leader who also can take care of circle during leader's absence.

Quality Circles and QITs

- ◆ Quality circle
 - group of workers and supervisors from same area who address quality problems
- ◆ Process/Quality improvement teams (QITs)
 - focus attention on business processes rather than separate company functions





**LIVE
ENVOLVE**

Welcomes You

to

Online Advertising Portal

for YOU to

Get More Assured Business!

For Further Details Contact: infoatenvolveevolutions@gmail.com; envolveevolutions@gmail.com.

Phone: +919428067508

The primary function of the Leader is.

- Ensure regularity – meetings.
- Take facilitator’s help.
- Ensure member’s training.
- Maintain records.
- Maintain cohesiveness.
- Involve every member.
- Be a link between members and management.
- Take facilitator’s help.
- Inform the authorities.

Member

Member is basic ingredient and life blood of Quality Circle. After joining this voluntary activity members must accept certain responsibilities and perform following functions.

The primary function of the Leader is.

- Attend all the quality circle meetings.
- Learn the problem solving techniques.
- Participate actively.



- Be effective member of team.
- Take part in presentations.
- Maintain team spirit.
- Have a positive attitude

BENEFITS OF QUALITY CIRCLES

- 1) Self - development
- 2) Social development
- 3) Opportunity to attain knowledge
- 4) Potential leader
- 5) Enhanced communication skills
- 6) Job-satisfaction
- 7) Healthy work environment
- 8) Organizational benefits

Non-member

Quality Circle members and organization should give due consideration to non-members also. The projects implemented or the improvements carried out by quality circle members have to be followed by non-members also hence non-members also should be taken in confidence and their feeling, attitude should be tackled appropriately. The other important point is that ultimately our goal is to make all members of the organization as quality circle members. Non members could be invited to some of quality circle meetings and presentations which will motivate them to join quality circle activity.

April 2018

ISBN 978-93-84797-70-6

ISSUE 36

IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

RESEARCH

ARTICLE

EDITORIAL TEAM

N.V Subbaraman

“Kalki” V Murali

Dr M G Bhaskar

EXPERT ADVISORY BOARD

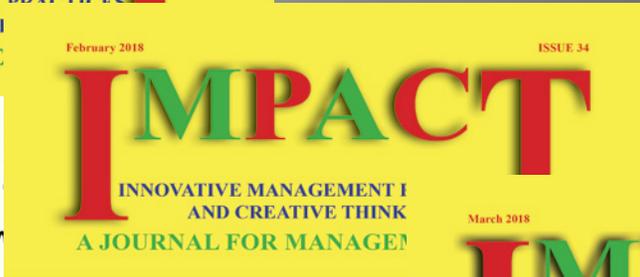
Dr. R Rangarajan, Professor Dept. of Commerce,
University of Madras

Dr. R Krishnaveni, Assistant Professor Department of English
Government Arts and Science College, Palladam, Tirupur (Dist)

Subscribe to



Wishing you peace, joy,
throughout the year



Periodicity : Monthly

Subscription:

Single copy : Rs 100/- each issue

Annual : Rs 1000/- for 12 issues

Subscriptions may be paid by Cheque/DD drawn in favour of **IMPACT**, payable at Chennai.

Contact: email: impactjournalindia@gmail.com; URL: impactjournal.in
Dr.M.G.Bhaskar, Sri Anandham Apartments, No.1A, Jai Nagar, Second Street,
Arumbakkam, Chennai - 600106.

A Study on Work Stress of Delivery Employees -A Special Reference to Select Pizza Restaurants in Chennai city

Abstract

Everyone likes pizza. That is a fact of life for many people. So the demand for pizza shops will always be high. Those pizza shops need millions and millions of minions to deliver those bags of utter joy to every single conceivable part of the world. Delivering pizza is a semi-thankless profession—in which solitude is the biggest bonus—and one with a high risk of bodily as well as mentally harm. Many of us have happily indulged in free pizzas after the delivery staff has failed to show up in time. In fact, so stressed out to ensure the orders are handed over on time, which they end up risking their lives by driving fast. Hence, in the present article, an attempt is made to reveal the stress of pizza delivery employees in delivering pizzas to the customers within the targeted time. The researcher collected the data from 219 respondents and analysed by applying Simple Percentage Analysis and Annova. The result shows that there is stress to delivery employees due to target time fixed by the management.

Keywords: *Pizza Delivery, Risk Drive.*

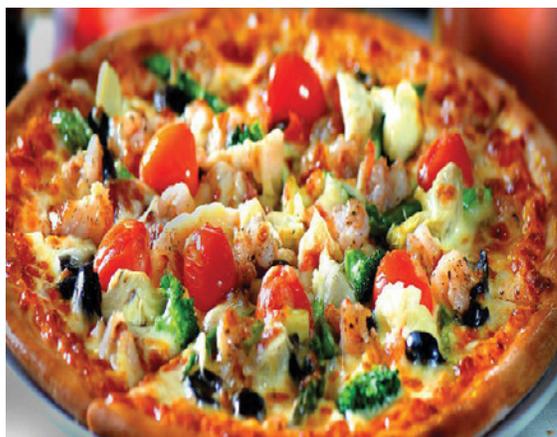
Introduction

Pizza delivery is a service in which a pizzeria or pizza chain delivers a pizza to a customer. An order is typically made either by telephone or over the internet to the pizza chain, in which the customer can request pizza type, size and other products alongside the pizza, commonly including soft drinks. Pizzas may be delivered in pizza boxes or delivery bags, and deliveries are made through either an automobile, motorized scooter, or bicycle. Customers can, depending on the pizza chain, choose to pay online, or in person, with cash, credit or a debit card. A delivery fee is often charged with what the customer has bought. Ordering pizza for delivery usually involves contacting a local pizza restaurant or chain by telephone or online. Deliveries will be peak during evening to night. Pizza delivery employees will be provided the address and the pizza variant, other drinks etc., they need to pick them up from the oven correctly and pack it into the box and deliver it to the specified address in time, irrespective of the traffic and the location, they need to cruise over the nooks and corner of the streets and make sure that they are in time. A positive customer feedback is an important factor for the satisfaction of pizza delivery employees.



Dr.R.Rangarajan

Is the professor of Department of Commerce in the University of Madras, chepauk, Chennai (600005). Having almost 2 decades, i.e. 24 years of teaching experience. A prolific speaker, he has presented papers at more than 52 National Level and 7 in State Level Seminars all over the country. He has published 25 Research Articles in different Refereed Journals.



The pizza delivery industry has kept pace with technological developments since 1980s beginning with the rise of the personal computer. Specialized computer software for the pizza delivery business helps determine the most efficient routes for carriers, track exact order and delivery times, manage calls and orders with POS software, and other functions. Since 2008 GPS tracking technology has been used for real-time monitoring of delivery vehicles by customers over the Internet and also pizza delivery apps are available for the customers to download and make usage of it.

Objectives of the study

1. To study the demographic profile of pizza delivery employees.
2. To explore the stress level of employees who are delivering pizzas in midst of various issues related to their job.
3. To identify the most dominant factor among delivery employees that affects their delivery tasks.

Need and Importance of the study

We are one among the millions of urban Indian consumers who have decided not to step out as much as possible for dining due to changes in lifestyle and are happy by ordering online. This challenges the thousands of delivery employees traversing the streets on their two-wheelers who deliver not only to individual customers but also to the employees of IT, BPO and KPO companies who work in 24 x 7 system and their employers (e-commerce companies, on-demand startups and third-party logistics providers) to face on the ground to ensure that deliveries are made on time so that they can earn profits. This objective of the companies in turn stands as a challenge for the performance of delivery employees which creates job stress to them. Hence the study is found vital to unveil the facts behind the performance of pizza delivery employees in completing their tasks.

Hypothesis of the study

There is no significant relationship between the demographic profile and stress of the pizza delivery employees.

Research gap

In global market, consumers of pizzas are huge in United States. Whereas India finds to be an emerging market for pizzas which turn as buzz word among today's younger generation. In our country the stress level of delivery employees working in various online companies likes Flipkart, E-bay, Amazon etc were studied well. Whereas, studies related to stress faced by pizza delivery employees are very few. Hence research in this regard is necessary to explore their stress level of the employees.

LITERATURE REVIEW

1. *Jesse Hirsch*, in her research work entitled "Delivering pizza is one of the most dangerous jobs in America" has exhibited few mishaps faced by delivery employees. They are as follows:

- A female Domino's driver in a Bay Area suburb was robbed at gunpoint, taken to an isolated location, and sexually assaulted.
- In Linthicum, MD, a driver was swarmed by four guys with machetes. One of them pressed a blade to his throat; he gave up the loot.
- A Domino's driver was shot to death in New Orleans at the end of March, the second Domino's driver killed in six months there.
- An Alabama driver was beaten within an inch of his life—for less than 20 bucks.
- A driver in Houston got bloodied up, but this was old hat: In 2013 robbers stole this same guy's cell phone, and then shot him in the elbow as he tried to flee.

2. *Nora Caley* in her article “Pizza Delivery: Street Smart” has revealed that daily headlines prove pizza delivery job is not the safest job in the world. She also show cased the views stated by National Institute for Occupational Safety and Health (NIOSH) which explains factors that put employees at risk includes working with the public, working with cash, working alone, working at night and working in high-crime areas. In addition, pizza delivery employees risk being injured or killed in traffic accidents, or even slipping on the stairs of a customer’s home.

RESEARCH METHODOLOGY

Data collection: The present study is quantitative in nature. Through convenient sampling method the researcher has collected primary data by issuing well designed questionnaire.

Period of the study

The study has been conducted during August 2017 to December 2017.

Sampling size

The researcher has collected data from 219 respondents who have been serving as pizza delivery employees in various pizzas restaurants across Chennai city.

Limitations of the study

The study is limited to Chennai city only. Hence the conclusions drawn cannot be generalized to other cities. The researcher also finds time as a hindrance. As environment is subject to change, the conclusion arrived cannot be used for predicting the stress level of delivery employees in future. The data collected were subject to individual perception of the respondents.

Analysis and Interpretation

In this section the researcher completely presents the Demographic profile of the pizza delivery employees and their complete occupational details. In order to describe those details the researcher used simple percentage analysis and is presented below.

Table 1: Demographic Profile of Pizza Delivery Employees.

Particular		Frequency	Percentage (%)
AGE	Below 20 yrs	108	49.3
	20 to 25 yrs	77	35.2
	25 to 30 yrs	30	13.7
	Above 30 yrs	4	1.8
	Total	219	100
Marital Status	Married	83	37.9
	Unmarried	136	62.1
	Total	219	100
Qualification	SSLC	41	18.7
	HSC	32	14.6
	Diploma	66	30.1
	UG	71	32.4
	PG	-	-
	Others	9	4.1

Monthly Income	Total	219	100
	Below 6000	85	38.8
	6000 to 10000	37	16.9
	10000 to 15000	71	32.4
	Above 15000	26	11.9
	Total	219	100
Nature Of Job	Part time	145	66.2
	Full time	74	33.8
	Total	219	100
Experience	Below one year	118	53.9
	1 to 2 years	72	32.9
	2 to 4 years	21	9.6
	Above 4 years	8	3.7
	Total	219	100

Source: primary data

Inference

From the above table it is inferred that majority of the respondents (108 respondents, 49.3%) are teenagers (below 20 years) working as pizza delivery employees. Nearly 62.1% of the respondents (136) are unmarried. It is also revealed that majority of the respondents (32.4%) possess UG qualification. Most of the delivery employees (66.2% of the respondents) are working in part time. The monthly income earned by majority of the delivery employees falls around the category of below Rs.6000, while determining the years of experience, the result shows that the majority of the respondents have only little experience.(Less than one year).

Table 2-No.Of Orders per Day during Week Days and Week Ends

The pizza delivery employees continuously get assignments of fulfilling the orders to the spots of the customers. These deliveries are causing more stress to pizza delivery employees in order to reach the destination on time as well as to ensure orders to be fulfilled. The following frequency distribution reveals no. of orders assigned to pizza delivery employees in week days and weekends.

S.no	Particulars	Frequency	%	Total respondents
1.	5-10	99	45.2	219
2.	10-15	62	28.3	
3.	15-20	25	11.4	
4.	Above 20	33	15.1	
No. of orders during weekends.				

S.no	Particulars	Frequency	%	219
1.	5-10	32	14.6	
2.	10-20	99	45.2	
3.	20-30	58	26.5	
4.	Above 30	30	13.7	

Source: primary data

Inference

It is concluded from the above table that during week days, a delivery employee is delivering around 5-10 orders while during weekends, the no. of orders found to be more. Table predicts that nearly 10-20 orders are delivered during Saturdays and Sundays.

Table 3- Frequency of cancellation of order

Now-a-days, customers are ordering online. Even the kids are handling mobile phones for making pizza orders and also elderly people some time try to place order through online and fail in completing the procedure. This may sometimes lead to cancellation of orders. The table below shows the details of the frequency of cancellation of orders.

S.No	Particulars	Frequency	Percentage
1.	Everyday	49	22.4
2.	Once in a week	132	60.3
3.	Twice in a Week	25	11.4
4.	More than Twice in a Week.	13	5.9
	Total	219	100.0

Source: primary data

Inference

From the above table it is found, Majority of 60.3% (132 respondents) said that once in a week there is cancellation of orders from the customers. This may be due to prank calls, wrong orders from children etc.

Table 4- Employee's frequency of Forgetting Part of an Order

Due to time target for delivering pizzas, the pizza delivery employee may forget any part of the ordered items. For example-Missing coke bottle, Money to return back the balance amount etc. The below table shows the frequency of the same.

S.no	Particulars	Frequency	Percentage
1.	Sometimes	43	19.6
2.	Often	32	14.6
3.	Never	144	65.8
	Total	219	100.0

Source: primary data

Inference

Above table shows that majority 65.8% (144 respondents) never forgot any part of the order. Whereas it is 19.6% of the respondents who forget sometimes and 14.6% of the respondents often forget the part of an order.

Table 5- Frequency of employees who met with accidents during delivery

In order to make the delivery without delay, the pizza delivery employee surges on roads to attain the target. This may lead to road accidents. The below table shows the frequencies of accidents encountered during delivery.

S.no	Particulars	Frequency	Percentage
1.	Often	36	16.4
2.	Sometimes	77	35.2
3.	Never	106	48.4
	Total	219	100

Source: primary data

Inference

The table reveals the fact that there would be some accidents met by the pizza delivery employees while performing their duty. It is only 48.4% of respondents (106) who never met with any accident during delivery of pizzas. Hence the management must insist safe driving to their delivery employees.

Table 6: Frequency of employees who would deliver pizzas on wrong door

The below table presented explains the frequencies of wrong deliveries due to prank calls, technical issues in filling the address during order placement etc.

S.no	Particulars	No. Of respondents	%
1.	Yes	22	10.0
2.	No	197	90.0
	Total	219	100

Source: primary data

Inference: It is clear that majority 90% of the respondents are performing their job well. It is only 10% who faces wrong door delivery. Such respondents must ensure the reliability of the address before going for the delivery.

Table 7: Difficulty faced at doorsteps by the delivery employees and most dominating factor affecting the delivery performances of employees.

There are various factors like hectic traffic, waiting for chefs to give the ordered items, Time target to Deliver Pizza, Customers way of response which dominates the performances of the delivery employees. The below table depicts the frequencies of the various factors.

	Particulars	Frequency	Percentage
Difficulty faced at doorstep	Waiting for getting response	50	22.8
	Asking for discount	81	37.0
	Asking for change	78	35.6
	Arguing against orders (regarding price, quantity etc)	10	4.6
Most Irritating Factor	Waiting in traffic	196	89.5

Source: primary data

Inference

It is found that customer's request for discount and asking for balance of remaining change of the bill amount are the major difficulties faced by the delivery employees, whereas waiting in traffic is found to be the most dominating factor among pizza delivery employees.

Table 8: Relationship between demographic profile and stress level of pizza delivery employees.

In order to measure the work stress of delivery employees, several researches argue that the demographic background and their occupational background plays a vital role. Therefore in this section the researcher intended to measure the influence of demographic profile on work stress of pizza delivery employees by applying one way Anova.

One way Anova						
		Sum of squares	df	Mean square	f	sig
Age	Between Groups	5.181	3	1.727	4.741	.003
	Within Groups	78.306	215	.364		
	Total	83.487	218			

Educational qualification	Between Groups	6.150	3	2.050	5.699	.001
	Within Groups	77.336	215	.360		
	Total	83.487	218			
Monthly income	Between Groups	4.160	4	1.040	2.805	.027
	Within Groups	79.327	214	.371		
	Total	83.487	218			

Source: computed data

Inference

From the above table it is found that age of the respondents ($f=4.741, p=0.003$), Educational Qualification ($f=5.699, p=0.001$) and monthly income of the respondents ($f=2.805, p=0.027$) are statistically significant at 5% level of significance.

The mean value of age group who are under below 20 years is (4.1935) and therefore it is concluded that they are strongly agreeing, delivering pizzas to the customers is stressful task. Whereas in the other age groups falling under the category of 20-25years, 26-30years and above 30 years, whose means value (3.9571, 3.8600, and 3.5000 respectively) shows that they do not have any impact on stress related factors.

The mean value of educational qualification who possess diploma degree (4.5000), the mean value of respondents whose qualification SSLC (4.1927), the mean value of respondents whose qualification is HSC (4.0512) shows that they have stress while delivering the pizzas to the customers.

The respondents whose monthly income ranging between Rs.6000 to Rs.10000 shows mean value 4.3270. Hence it is concluded that employees in that income category has more level of stress than that of employees in other income categories. Whereas it is also concluded on the mean value (3.8451) of income group earning between Rs.10000 to Rs.15000 do not have any stress in delivering pizzas to the customers.

Findings of the study

It is found that majority of the respondents (108 respondents, 49.3%) are Teenagers (below 20 yrs) working as pizza delivery employees. Nearly 62.1% of the respondents (136) are unmarried. It is also revealed that majority of the respondents (32.4%) possess UG qualification. Most of the delivery employees (66.2% of the respondents) are working in part time. The monthly income earned by majority of the delivery employees falls around the category of below Rs.6000. While determining the years of experience, the result shows that the majority of the respondents have only little experience. (Below one year).

It is found that pizza delivery employees who are in below 20 years of age feel their job as most stressful when compared to other age group. It is also found that delivery employees whose monthly income ranges in between Rs.6000-Rs.10000 found to be more stressful in delivering their performances.

During delivery majority of the employees gets frustrated due to traffic signals. This may be due to the urge in delivering the orders within the targeted time.

Conclusions

The job stress of pizza delivery employees has been analyzed well in this present study. The result shows that pizza delivery job is a challenging job among youngsters. It is concluded that the management can take necessary steps to reduce the stress level and thereby increasing the job satisfaction of pizza delivery employees by providing periodical off from work, rest between tasks, special incentives for their timely performances etc. If the targeted time to deliver pizza is increased, it will be quite beneficial to the young pizza delivery employees to cope with the stress. As the job nature involves life risk during driving, the management must increase the salary to the employees and also can provide insurance coverage for them to cover up the risk involved in the nature of job. The suggestions made in this study will be useful in upgrading the performance of the delivery employees working in various pizza restaurants and also decrease their stress level in their job which will in turn increase their job Satisfaction.

Reference

- <http://www.rd.com>
- <http://whatculture.com>
- <https://www.reddit.com>
- <https://answers.yahoo.com>
- https://en.wikipedia.org/wiki/pizza_delivery
- Marianne kolbasuk mcgee. "Gps comes to high-tech pizza-delivery tracking", information week, Feb 1, 2008.
- "How pizzas got delivered for free?" (Website- A greatpizza.com. 2007-05-13. retrieved 2007-12-07.)
- Miller, Hannah (April–may 2006). "American pie". American heritage Magazine. 57 (2). American heritage.com. Archived from the original on 2009-07-12.
- Horvitz, Bruce (2002-09-03). "Pizza chains deliver ... fees". USA today via usatoday.com. Retrieved 2007-09-18.
- Jesse Hirsch "Delivering Pizza Is One of the Most Dangerous Jobs in America." -https://munchies.vice.com/en_us/contributor/jesse-hirsch
- Nora Caley, "Pizza Delivery: Street Smart" -<https://www.pizzatoday.com/departments/features/2013-april-street-smart/>.



Enhance your Profitability and Market Share...



- **Marketing & Advertising Consultancy**
- **Event Management**
- **Corporate Financial Assistance**
- **Psychological Services**
- **Custom Made Software**

from



Contact:

URL: <http://resourceindia.co.in>

Email: inforesource@gmail.com ;

info@resourceindia.co.in

ISBN

